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24 JUN 1965

**MEMORANDUM FOR: Executive Secretary,  
Clandestine Services Training Board**

**SUBJECT : Proposed Changes in the Career Training Program**

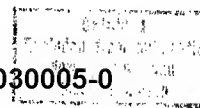
1. During the past several months we have been making extensive studies of the Career Training Program (hereafter Program) to determine what can be done to improve it. As a result of our efforts, we have identified certain changes which we feel should be adopted. These are changes affecting the sequence and relationship of some of the training courses but not their substance or quality. If agreeable, we would like to present our proposals to the members of the Clandestine Services Training Board for their consideration and concurrence. We believe that by adopting these changes we will be able to achieve greater efficiency in the management of the Program and to refine our judgments still further with respect to the appropriate placement of Career Trainees (CTs) within the Agency's Directorates.

2. Under our present system decisions on the career placement of CTs have to be made in the early weeks of the Program. A few changes in the programming of their training would give us considerably more time to evaluate candidates and to make certain that we are right in making our selections. All CTs now take the first nine weeks of the Headquarters phase of the training program. We propose to extend this by another six weeks and to have them all take the Operations Familiarization Course (OFC) as well. With this change, we would have until the end of the OFC before decisions on career placement would have to be made. The advantages are apparent -- CTs would have far more information about what is involved in working for the Agency, particularly the Clandestine Services. This would place them in a sounder position to make evaluations of themselves and of their suitability and to express personal preferences. By the same token, we would also have much additional information, including important training evaluations and assessments, on which to base our decisions.

3. At first glance, having all CTs take the OFC may appear to be more of a change than it actually is. CTs assigned to the DDP now get the same basic training material in the first six weeks of the OC that is covered in

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the OFC. By having all CTs take the OFC it would no longer be necessary to duplicate this training in the OC. For CTs assigned to the DDP, the OFC would be followed by an OC devoted to proficiency training. As is now the case, this training would be presented in the form of comprehensive live problems under simulated operational conditions. The training content would remain much the same as that in the last twelve weeks of the present OC, and the new OC would be reduced from 18 to 12 or 13 weeks. However, when preceded by the OFC in the manner as proposed, the course objectives, content and training goals would remain the same as they now are in the OC.

4. The principal problem resulting from these changes that needs mention here is that of OFC-type training for non-CT employees. On the basis of past experience, there would probably be about 50 to 75 employees in this category a year. Assuming this number would remain about the same, we would still have the capability to satisfy this training requirement. However, non-CT employees would have to be limited to participation in two OFCs per year rather than in four, as at present. These two OFCs would be given in the early spring and fall, alternately with the OC. Because of work load and limitations of staff the two OFCs given concurrently with the OC would have to be closed to non-CT employees.

5. If you agree, we propose to make the above changes beginning with the October 1965 class of Career Trainees. We believe that these changes are in the interest of the Clandestine Services. By way of emphasis, I wish to repeat that both the substance and quality of the training will remain intact. We also anticipate that the Office of Training as a result will have a great deal more flexibility in administering the Program and in servicing the needs of the Agency.

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MATTHEW BAIRD  
Director of Training

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